

Economic Development
Marketing Plan
FY 2011-2012



City of Chandler
Economic Development Division
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OVERVIEW

Purpose - Economic Development Division

The purpose of the City of Chandler Economic Development Division is to attract and preserve quality retail, industrial, office, Downtown and tourism development that will enhance employment opportunities and improve Chandler's tax base. The Division will meet this mission through an aggressive economic development program based on recruiting new business, assisting existing businesses to remain or expand in Chandler and attracting regional, national and international visitors to community facilities.

GOALS

The Economic Development Division will continue employing and refining successful strategies from previous years to attract high-end development projects that will strengthen Chandler's economy and quality of life. Staff will also maintain its successful efforts to add industries to diversify Chandler's employment base and place them into strategic geographic locations. The Division will use a variety of marketing methods and strategies to effectively communicate Chandler's strengths of a strong business climate with great retail and industrial business development opportunities. Staff will also accelerate activities that will position Chandler as a destination for local, national, and international visitors.

Economic Development staff will continue working extensively with the Greater Phoenix Economic Council (GPEC), the Arizona Department of Commerce (ADOC) and the Chandler Chamber of Commerce on business development and state/regional strategic issues. For tourism development programs, staff will work closely with the Arizona Office of Tourism (AOT), and local and national Convention and Visitors Bureaus.

FISCAL YEAR 2011-2012 SITUATION ANALYSIS

The Great Recession has taken its toll on the U.S. economy as we continue to see struggles with the increasing deficit at the Federal level, affecting manufacturing and growth through the US. This situation is not unique to the US, with virtually all countries struggling to find their way in this new marketplace.

Arizona's economy has finally begun to show signs that it has entered into the recovery phase, albeit a slow and thoughtful recovery. Commercial vacancy rates remain high, particularly in the retail sector, with a glut of space on the market. The glut of "big box" space on the market, predominately caused by failed stores, will continue to haunt this market for many years to come. However, both consumers and business are slowly starting to spend again, which will help to cause any further downtown in the coming year. With the tremendous amount of large retail space on the market, a focus on reuse and redevelopment will become the watchword as we continue to move in recovery.

The industrial/office market has fared significantly better in recovery, with vacancy rates falling across the Metro market. Companies have seen lease rates reset themselves to a much more palatable number, and it is believed that the flight to quality will continue for the coming year. While this usually is seen as a sign that the vacancy rates in older buildings will rise, a number of larger industrial buildings have seen tenancy throughout the past year with the pent-up demand of manufacturers and warehouse users finally breaking through the beleaguered credit markets.

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Chandler's employment market has shown tremendous resiliency in this past year with nearly 6,000 new base employment jobs being created in calendar year 2010, where 1,000-1,500 jobs are typical for this market annually. These new locations have driven the office vacancy rate in Chandler from a high of 25% in January 2010, down to nearly single digits by June 2011. While it is not thought that this type of job creation will be seen again this year, Chandler will continue to rate higher than average in job creation for the coming year. Due to its continued focus on job creation, Chandler remains in a strong position to attract new companies looking at expansion or new locations in this market.

Although Chandler's unemployment rate (6.1%) is still significantly below the national average of 9.3%, and the State's rate of 8.8%, it is still at its highest rate in the past 20 years. 300,000 jobs have been lost in this market in the past four years and as in years past, construction continues to show the greatest weakness in this market in both residential and commercial building. With the recovery underway, it is expected that these numbers will stabilize by the end of calendar year 2011.

Although growth will most likely not return to the record levels set from 2001-2007, a new "normal" has found its way. Several corporate giants are under construction with large expansions and companies are still finding Chandler an attractive place to do business. Intel is under construction with its newest FAB 42, the largest FAB in the world to date. This project alone will create more than 6,000 construction jobs and 1,000 permanent jobs in the next 18 months. Overall, the Chandler market continues to be well positioned for new and expanding companies in the coming years.

ECONOMIC DEVELOPMENT ADVISORY BOARD

The City of Chandler Economic Development Advisory Board is a council appointed, volunteer board that is responsible for giving policy-level input into the economic development program and related activities. In that capacity, the Advisory Board serves as public forum for economic development policy discussion and presents findings and recommendations of such discussion to Mayor and City Council. The Advisory Board will continue making recommendations to the Mayor and Council on economic development issues, including economic development goal setting, policy recommendations, strategic planning, marketing, and market analysis for business recruitment and expansion/retention activities.

Board member input is derived from several industry categories: Large Business, Small Business, School District, Higher Education, Banking or financial Services, Real Estate, Chamber of commerce and At-large Business.

FISCAL YEAR 2011-2012 OBJECTIVES

1. Continue to drive down vacancy rates in the commercial sectors by increasing recruitment and expansion efforts through targeted and key markets. Begin work on new development opportunities that will position Chandler to take advantage of company's flight to quality and expansion needs in the coming years.
2. Continue progress towards achieving the key goals and priorities outlined in both the Next Twenty-A New, Progressive Agenda for Chandler (March 2007) and the identified goals of Chandler's City Council set forth in May 2011 for the next twenty-four months.
3. Focus on the Infill Incentive Program (Commercial Reinvestment Program) to address under-performing retail corners.

OVERVIEW

4. Identify and recruit destination recreation/entertainment opportunities.
5. Complete the infrastructure development of Continuum, a Science, and Technology Park at the former Motorola Campus.
6. Work with early stage companies for location opportunities at Chandler's technology incubator, Innovations.
7. Work with targeted companies to identify and select their corporate location in Chandler's Downtown office market.

RETAIL

RETAIL SITUATION ANALYSIS

Chandler experienced significant new retail development through the middle to latter part of the past decade, largely driven by the construction of Chandler Fashion Center and related development, rapid population growth, excellent employment opportunities, high household incomes and the opening of the Santan Freeway (Loop 202). However, an end to this growth appears to be on the horizon with residential development slowing, and retail build-out expected within the next decade. Few retail projects have been started in the past several years, and many that were begun were not completed.

Population growth has slowed considerably over the past several years, and Chandler added fewer than 100 citizens and approximately 40 housing units per month over the past year. This is considerably less than prior years when growth of 500 or more residents per month was common.

Several retail and/or mixed-use development projects continued to be delayed or completely stalled by current economic conditions, including Chandler Piazza (the retail portion has been demolished), The Shops at Chandler Heights, The Metropolitan and the redevelopment of East Valley Mall.

An ongoing concern for staff is the number of vacant “big box” locations. These vacancies are largely the result of grocery store closures in recent years. Bashas’ store closures have added to this “big box” inventory, as have other bankruptcies such as Ultimate Electronics, Circuit City, Border’s, and Mervyn’s. Target’s store relocation to Arizona Avenue and Ocotillo Road from their current Alma School location provides a further challenge. Staff creatively markets these sites to potential users, however, the current economic climate has reduced the level of interest, and the number of large retail users has declined. Soon after taking office, the Mayor announced his intention to form a committee of real estate professionals and citizens to make recommendations on improving these commercial areas.

The City still has many strong performing retail centers, including the nearly 3 million square feet of development at Chandler Fashion Center and the surrounding power centers. A few notable developments in this area in the past year include the opening of a new Ann Taylor concept, a new Disney Store, The Old Spaghetti Factory, Rock Tacos, and the announcement of a Hobby Lobby store at Chandler Gateway.

Bright spots for retail activity during FY 2010-11 included the openings at the Shops at Pecos Ranch (NEC Dobson/Germann) – including Oregano’s, Tia Rosa, Uncle Bear’s Grill and Bar, BLD, Crowded House, and Yo Love.

Infill Incentive Plan/Mayor’s Retail Committee

A continued focus of staff in fiscal year 2011-2012 will be attempting to enhance and further support existing retail development in older areas of the City, particularly centers along Arizona Avenue and Alma School and Dobson Roads. These areas have experienced declining activity due to the opening of new retail centers and the Santan Freeway (Loop 202), which has changed traffic patterns in the City.

Staff will continue to promote the Infill Incentive Plan (CRP) to the development community. The program provides incentives to property owners who undertake the complete redevelopment of an existing commercial center in order to introduce a new mix of uses. It is anticipated the redevelopment of existing retail centers in these areas will lower vacancy rates and the introduction of new uses will help support the remaining retail in this area.

RETAIL

In addition, staff will support the Mayor's retail committee and will seek to implement the recommendations that are brought forward in order to revitalize the areas discussed above.

TARGET MARKETS

Staff will continue to focus on the recruitment of new retailers, with a significant emphasis on bringing tenants to vacant "big box" buildings and older retail centers. A significant effort will be directed to specialty, recreational and entertainment-themed retailers, and restaurants. Staff believes that the current level of maturation of the City makes unique, "first in market" retail, and restaurant experiences desirable to residents. Staff will focus on these unique users in its continued pursuit of specific retailers and when marketing the City's opportunities through direct mail campaigns and trade show attendance. Specific retail targets are:

- Automobile dealerships
- Specialty-themed restaurants
- Entertainment/recreation venues
- Home improvement/furnishings
- Sporting goods
- Full service hotels/resorts
- First in market retailers / destination retailers

FISCAL YEAR 2011-2012 OBJECTIVES

1. Continue recruiting major retailers and restaurants to enhance existing retail centers and help ensure completion of those that are stalled or have not been completed.
2. Perform outreach to the development community to make them aware of retail opportunities in Chandler, particularly centers that have not been completed that can be completed or repurposed. Act as a liaison between these developers and the City to provide information about City requirements for completion of the project
3. Support the redevelopment of older existing retail centers through the Infill Incentive Plan (Commercial Reinvestment Program). Make property owners/developers aware of incentives available for the redevelopment of these centers and encourage the introduction of a new mix of uses.
4. Provide services to the small business community, including conducting the annual Chandler Small Business Development Workshop, making the Small Business Guide available online, participating in Chandler Chamber of Commerce activities, organizing City-sponsored events, and acting as a liaison to help resolve issues.
5. Work with Tourism staff to continue identifying and recruiting destination retail and entertainment-themed development opportunities.
6. Assist in maintaining and updating the Shop Chandler website that will enable and encourage our residents to patronize businesses within the City for their various consumer needs, thereby enhancing the viability of our businesses and maximizing sales tax revenues to the City.

Strategy	Action	Timeline	Cost
<p>Trade Shows</p> <p>Market the City to retailers, real estate brokers, and developers in order to help ensure a vibrant retail environment.</p>	<ul style="list-style-type: none"> Exhibit/attend three (3) International Council of Shopping Centers (ICSC) and at least one (1) entertainment/ recreation conference. Produce brochures and marketing materials to support City messaging efforts. 	<p>September 2011 January 2012 May 2012 TBD</p>	<p>\$9,000</p>
<p>Direct Contacts</p> <p>Increase awareness of the City through targeted direct mail campaigns in advance of trade show participation and by providing follow-up marketing materials after events.</p>	<ul style="list-style-type: none"> Conduct a direct mail campaign targeting retail and recreation companies, including restaurants, entertainment venues, hotels (full-service), auto dealers, home furnishings/ décor and other identified “big box” users. Follow-up as appropriate. 	<p>August 2011 April 2012</p>	<p>\$1,500</p>
<p>Small Business Services</p> <p>Promote the development and expansion of small business</p>	<ul style="list-style-type: none"> Along with the Chamber, Library and Diversity Office, conduct the annual Chandler Small Business Development Workshop. Produce the Chandler Small Business Guide in English and Spanish, and make available on the website. Act as a liaison to small businesses in order to help resolve issues with City processes, including tax, license, and permit and zoning issues. 	<p>March/April 2012</p> <p>Ongoing</p>	<p>\$3,500</p>

RETAIL

Strategy	Action	Timeline	Cost
<p>Website Information</p> <p>Provide relevant information that is vital to retailers, real estate brokers and developers and consumers.</p>	<ul style="list-style-type: none"> • Perform regular updates to retail information, including demographics, traffic counts, economic growth data, and current projects on the Economic Development website. • Assist in maintaining the Shop Chandler website to encourage the use of businesses within our City. • Claritas subscription for demographic information. 	Quarterly	\$2,000
<p>Brokerage Community Contacts/Networking</p> <p>Continue to build relationships with the local real estate community through networking events and presentations.</p>	<ul style="list-style-type: none"> • Continue on-going relationship building efforts by attending networking events and making presentations to brokers. • Continue to provide a retail services program that provides the information the brokerage community needs. • Subscribe to Crittendon Newsletter in order to have up-to-date information on current and potential retail users. • Promote the availability of the Infill Incentive Plan (CRP) as a tool to spur redevelopment. 	Continuous	\$2,000
<p>Public Relations Campaign</p> <p>In conjunction with Communications and Public Affairs, promote Chandler by keeping the public/media informed.</p>	<ul style="list-style-type: none"> • Issue press releases as appropriate to inform the public of new projects, new retail establishments, Infill Incentive (CRP) projects, and important events. • Assist with City's Shop Chandler Program and the Chandler Restaurant Coalition to encourage city residents to spend their dollars in our community. 	Continuous	\$3,500

RETAIL

Strategy	Action	Timeline	Cost
<p><i>Traffic Counts</i></p> <p>In conjunction with the Public Works Transportation Division, conduct a traffic count analysis.</p>	<ul style="list-style-type: none"> Assist in obtaining traffic counts for all major arterial streets and freeways in Chandler on an annual basis. Update the website and other marketing materials to reflect current traffic counts in order to meet the needs of retailers, developers, and brokers. 	<p>Spring/Summer 2012</p>	<p>\$7,500</p>
<p><i>Infill Incentive Plan (CRP)</i></p> <p>Utilize the Infill Incentive Plan (Formerly CRP) in order to assist property owners in the redevelopment of older existing retail centers.</p>	<ul style="list-style-type: none"> Promote the Infill Incentive Plan to property owners/ developers through trade show efforts, articles, press releases, and direct mail campaigns. Make formal requests for and review program applications in order to recommend projects for approval to the City Council. Analyze current retail trends and prepare report to Council with recommended Infill Incentive Plan strategies as necessary. 	<p>On-Going</p>	<p>Per Council Approval</p>

Office Industrial Situational Analysis

As the global recession set in, market fundamentals eroded and local and regional economies stagnated or declined. Weakened consumer and business confidence, rising unemployment and slowed manufacturing activity were all factors that influenced every aspect of economic development. Economic recovery in the U.S. is now poised to accelerate as confidence builds and more private capital comes off the sidelines.

While the market is unlikely to strengthen significantly in the coming quarters, the vacancy rate is forecast to creep lower slowly. Construction will be limited for at least the next two years, and buildings will be delivered with tenants already secured.

Commercial real estate experts predict the Phoenix market will be slow to transition into recovery mode, as vacancy – while forecast to decline – will remain well above market levels for the next several quarters. Job growth is anticipated between 3-5% between 2012-2013, causing supply and demand to more closely align. Recent business-friendly measures enacted by the Arizona Legislature offer some promise in increasing competitiveness in the Mountain West, but it may take some time for these policies to bear fruit and drive absorption of office space.

Chandler's Office and Industrial Markets: Current State

In Chandler, FY 2010/2011 saw a number of corporate tenants move from their wait-and-see position, choosing to move forward with major location decisions. Since 2008, Chandler's vacancy rates in both the industrial and office market rose sharply, reaching 12% and 25 % at the peak respectively. Filling space is a priority for landlords and they are offering substantial economic concessions in the form of free rent and/or generous tenant improvements allowances in order to be more competitive. This coupled with quality properties in excellent locations has resulted in limited availability for large floor plate office and industrial buildings. For example, the largest existing office property on the market in Chandler is Regent's 180,000 SF (former never occupied Bank of America property.) which is currently under renovations.

Although speculative construction activity has virtually stopped throughout the metro area, the rezoning and forthcoming redevelopment of the former Motorola site presents a unique opportunity in the Price Corridor. "Continuum" will be aggressively marketed as one of the Southwest's premier business and technology park. This positions Chandler to capture those companies interested in a signature location with campus-like amenities and excellent infrastructure.

Chandler benefitted from a "flight to quality" within the region, as companies who could now afford an upgrade to their space, to advantage of lower prices. Even during the recession, Chandler has seen some of Greater Phoenix's most noteworthy announcements. These include Intel, eBay/PayPal, International Rectifier and B/E Aerospace.

Chandler's Office and Industrial Markets: Forecast

Interest levels remain steady, and demand will likely continue, although at a slower pace because tenants are cautious. Businesses are more likely to be conservative with their capital spending, meaning more location decisions will be put on hold or dramatically scaled back until the economy turns up. Companies with the good fortune of being in the position to expand will benefit greatly during negotiations, but may need to be operational quickly following their location decision. Both Chandler's industrial and office markets will have a strong pipeline for the coming year. Available inventory, however, may once again become a challenge. While

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Chandler still has outstanding land sites available, many companies are considering existing space.

The Opportunities:

Competitor Markets

California has highly publicized budget crisis and unfavorable operating conditions presents opportunity for recruitment as Greater Phoenix's business environment grows in appeal for expanding companies and those seeking to relocate. It also may present opportunities for Chandler companies to grow as they win supplier business and contracts over California companies who find it more difficult to compete due to the high cost of their current operating environment.

Industries to pursue

The Economic Development Office will continue to target the industries of Advanced Business Services, Aerospace/Aviation, BioTechnology, Electronics, and Information/Communication Technology. However, more specific focus within those categories will be given to emerging and sustainable technology, nanotechnology, medical device, and software development.

Until Innovations Technology Incubator opened its doors in April 2010, the challenge in attracting some of these firms was the lack of available lab space. This, along with a partnership with Gangplank, provided the needed specialized space to not only support the growth of life sciences, but also technology start-ups in Chandler. Look for both to expand in FY2011/2012.

Because of the U.S. Administration's focus on renewable energy and the Arizona Corporation Commission's rigorous renewable energy portfolio standard, a near-term opportunity for Chandler and Greater Phoenix are the solar/renewable energy industries. A recognized concentration of high-tech employees, outstanding infrastructure, and promise of a strong future consumer market for solar has made this place very attractive to these types of companies. The passage of the Renewable Energy Tax Incentive Program (Senate Bill 1403) and a revised R&D Tax credit program greatly enhanced the State's competitive position.

Additionally, predictions for job growth out of the recession indicate a greater percentage of the labor force will be independent workers. Chandler will increase its focus on advocating for and promoting conditions that are favorable to location neutral earners, serial entrepreneurs, and creative tech ventures.

In conclusion, this market continues to be one of the best value propositions in the nation. Attention should be given to affordable workforce housing and meeting the lifestyle expectations of the creative class. Additionally, because of the region-wide vacancy rate, there are multiple quality opportunities from which to choose at extremely competitive lease rates. The City should also emphasize its reputation for speed to occupancy for tenants seeking new space. Chandler must also continue to build and preserve strong relationships with existing businesses and work to remove barriers to their success.

TARGET MARKETS

Marketing activities for Industrial/Office recruitment and retention and expansion programs will compliment marketing and advertising activities conducted by partner relationships with the Greater Phoenix Economic Council (GPEC), the Arizona Department of Commerce (ADOC) and Chandler Chamber of Commerce.

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Based on target marketing efforts of the GPEC Economic Development Director's Team (EDDT), the Division has identified the following target industry list for Chandler to focus recruitment efforts:

- Advanced Business Services, including data processing, software design, financial services, and other office sectors.
- Aerospace/Aviation-related industries for Chandler Municipal Airport, the Chandler Airpark Area as well as other conducive areas of Chandler.
- Bio-industry companies, including medical device manufacturing, products and services related to medicine, health-related technologies, nanotechnology and research applications.
- Information/Communication Technology (formerly referred to as Telecommunications), including software and programming design, Internet infrastructure and others.
- Electronics sector industries, including semiconductor/chip products, computers, printed circuit boards, computer hardware, relays and controls and related products.

FISCAL YEAR 2011/2012 OBJECTIVES

1. Diversifying the community's economy through targeted recruitment of specific segments outside the semiconductor-manufacturing field.
2. Maintain inventory of underutilized parcels and buildings; employ a marketing strategy that matches these parcels to specific business interests and emerging entrepreneurs.
3. Pursue companies within target industries & competitor markets that are exhibiting predictive changes (in product lines, management, workforce, budget, etc.) through multiple touch points.
4. Continue growth in the high tech sector while diversifying the community's economy through targeted recruitment of specific segments outside the semiconductor-manufacturing field.
5. Grow linkages with Arizona State University (ASU), Northern Arizona University (NAU), the University of Arizona (UA), and Chandler Gilbert Community College.
6. Promote Chandler's assets as they relate to researchers, start-ups and technology entrepreneurs, including Continuum, Innovations Technology Incubator, Gangplank and a wide variety of support services such as meeting facilities and entrepreneurial networks.
7. Position Price Corridor to reflect its unique mix of housing, infrastructure and industry clustering which forms a "super-technology region".
8. Promote Innovations Technology Incubator and Gangplank and support tenants through educational opportunities and industry resources.
9. Conduct Retention and Expansion visits to assist companies to grow and expand in the community and address any issues or perceived problems.
10. Continue to collaborate with the Greater Phoenix Economic Council and Arizona Department of Commerce on recruitment missions and opportunities to highlight Chandler to national and international businesses.

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11. Work together with the Airport Manager to continue existing and implement new marketing strategies for the Airport and Airpark Area.
12. Partner with ASU, NAU, UA, Maricopa Community College District, Flinn Foundation, Arizona Department of Commerce and the Greater Phoenix Economic Council on statewide biotechnology marketing programs and messages.
13. Maintain relationships with developers and real estate representatives to help ensure appropriate inventory of commercial buildings in strategic geographic locations / employment corridors (Airpark, West Chandler, North Chandler, Price Corridor) and assist in marketing real estate opportunities.
14. Investigate the feasibility of obtaining stand-alone foreign trade zone designation, which will allow businesses within the zone to obtain manufacturing tax credits and enable the city to control sub-zone locations.

IMPLEMENTATION STRATEGIES

Strategy	Action	Timeline	Cost
Marketing Materials Employ a multi-faceted, integrated approach (relationship marketing, sales missions, media, collateral materials, etc.) to provide an overview of Chandler's business environment and showcases its attractiveness & work-life balance as it appeals to today's high-quality / knowledge-economy employers.	<ul style="list-style-type: none"> Staff will update market materials (community profile and supporting informational pieces) to portray a strong, appealing business image. Additional pieces will be created in house as necessary. Continue to provide data-driven electronic and printed information and enhance delivery methods and drive traffic directly to Chandleraz.gov/ED. 		
Gangplank Enhance Chandler's position as a location of choice for the "creative class" and location neutral earners with a focus on tech startups.	<ul style="list-style-type: none"> Promote collaborative workspace and educational opportunities. Maximize use of public spaces for camps and workforce development programs when possible. Partner to deliver notable tech events to draw talent from around the country to Chandler. 	July 2011 - June 2012	Per Professional Services Agreement
Innovations Offer a novel, compelling and collaborative blend of services and resources for innovative entrepreneurs of the life sciences and	<ul style="list-style-type: none"> Promote Innovations as one-stop-shop for instant turnkey facilities and access to resources to entrepreneurs and researchers. Utilize partnership with SDBC to 	July 2011 - June 2012	

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Strategy	Action	Timeline	Cost
emerging technology industries.	<p>create and grow the “techEDge” Technology Education Series & Conference.</p> <ul style="list-style-type: none"> • Foster partnerships with service providers, industry leaders and resources in order to accelerate Innovations Tenants path to success. • Publicize Innovations success to national business media and associated trade publications. 		
<p>Price Corridor</p> <p>Staff will work to position the Price Corridor as a destination for innovative thinkers and leading edge companies.</p>	<ul style="list-style-type: none"> • Enhance national business media efforts (partner with CAPA) to inform national business media and trade publications of business growth, successes and new development. • Work closely with key stakeholders to promote key messages to Chandler’s local business community and leadership. • Use new marketing (printed and electronic) pieces to give an overview of the Corridor’s business environment by demonstrating its unique mix of housing, infrastructure, workforce, and corporate neighbors. 	July 2011 - June 2012	
<p>Industrial / Office New Business Recruitment Contract Services</p> <p>Includes participation at GPEC EDDT and ADOC functions, marketing coordination, events, and on-going projects.</p>	<p>Leverage key economic development organization partnerships (ADOC, GPEC & Chamber) to augment business attraction efforts</p> <ul style="list-style-type: none"> • On-going marketing and project response for GPEC and ADOC 	July 2011 - June 2012	\$ 78,384.00

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Strategy	Action	Timeline	Cost
Tradeshows/Prospect Trips Staff will participate in trade show & prospect sales trips with GPEC and ADOC.	<ul style="list-style-type: none"> Plan trade shows/prospect trips and set appointments; Focus on trips in clustered industry and geographic areas. Thirteen (13) prospect trips and trade shows are planned during the fiscal year with a strong focus on the California and technology markets. August * — Los Angeles Prospecting October —NBAA Trade Show (Aviation and Aerospace) (Las Vegas) October – Solar Power (Los Angeles) November* —Bay Area November —Arizona Entrepreneurship Conference November - CoreNet Global Annual Summit (Atlanta) January or June* — New York / New Jersey February 2011– Medical Design and Manufacturing – (Orange Cnty, CA) Spring – techEDge conference - Chandler April—AZBio Trade Show April—BayBio conference (San Francisco) May*—Dallas June —Bio International – Boston, MA <p><i>*may be subject to GPEC's travel schedule</i></p>	July 2010 - June 2012	\$10,000
Chandler Airpark and Airport Collaborate with the Airport Manager to implement marketing strategies for the Airport and Airpark Area.	<ul style="list-style-type: none"> Airport focus in new marketing materials (move towards creating an “executive airport” image vs. sports enthusiast/hobbyist airport) Target marketing at the NBAA trade show. Direct mail campaign. Collaborate with CAA. 	July 2010 - June 2012	\$10,000

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Strategy	Action	Timeline	Cost
<i>Direct Contact</i> Campaigns will be directed to five targeted industry groups and will include mailing recruitment packages and direct follow-up calls	<ul style="list-style-type: none"> Pursue companies within target industries & competitor markets that are exhibiting predictive changes (in product lines, management, workforce, budget, etc.) through multiple touch points. Continue relationship marketing with regular contact with Site Selectors, CEO's and developers. 	July 2010 - June 2012	\$2,500
<i>International Programs</i> Network with key international contracts to gain a better understanding of the people, companies, and other linkages that connect our market to the targeted countries.	<ul style="list-style-type: none"> Continue to network with Arizona Global Network, Arizona Commerce Authority, Greater Phoenix Economic Council, U.S. Department of Commerce and other international brokers regarding business development and trade opportunities. Explore relationships with Arizona Consular Corp in order to promote Arizona (28 counties are represented in this group). 	July 2010 - June 2012	\$0
<i>Public Relations Campaign</i> Continue press release campaign to increase awareness and exposure of programs available for prospective and existing business and provide awareness about development opportunities.	<ul style="list-style-type: none"> On-going press release campaign. Leverage GPEC national/international earned media program. Implement an e-news blast system (compatible with new branding) for short, up-to-the minute alerts for big announcements to identified stakeholders. 	July 2010 - June 2012	\$0

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Strategy	Action	Timeline	Cost
<p>Broker/Developer Services and Networking</p> <p>Promote opportunities to commercial real estate firms to continue efforts focused on the real estate strategy and to secure time in front of those who actively promote Chandler real estate to deliver updated Chandler identity.</p>	<ul style="list-style-type: none"> • Present services overview and community information. • Secure speaking engagements to civic and community groups, associations, etc. to share services, success and community information. • Demonstrate Division's services to add value to the company location process. 	<p>July 2010 - June 2012</p>	<p>\$1,000</p>
<p>Industrial / Office Existing Business Services</p> <p>Work closely with local and regional groups on business assistance programs and services that benefit Chandler employers.</p>	<ul style="list-style-type: none"> • Continue to collaborate with Chamber and APS on existing business retention/expansion visits. • Strengthen current R&E program • Participation/sponsorship in business services programs. 	<p>July 2010 - June 2012</p>	<p>\$6,325</p>
<p>Business Development Programs</p> <p>Manage and market the City's business development programs. Staff will emphasize locations and target companies that may be offered potential benefit of Chandler Industrial Development Authority, Arizona Commerce Authority Workforce Training Program, Maricopa Workforce Connection Job Training Program and On-The-Job Training Programs and SBA Loan programs.</p>	<ul style="list-style-type: none"> • On-going marketing of business development programs. • Direct mail campaign to existing businesses. • Participate in the Chandler Industrial Development Authority process. • Promote business assistant programs such as the job training grants, enhanced R&D tax credit and business solutions/rebates from local utilities. 	<p>July 2010 - June 2012</p>	<p>\$4,000</p>

TOURISM

TOURISM SITUATION ANALYSIS

Arizona's tourism industry began to see a softening in the Phoenix metro market in late 2008, the generally negative economic conditions worsened and spiraled down in 2009 with double-digit decreases in occupancy, average rate, and RevPAR (revenue per available room). The economic downturn affected all industries and has been plagued by high unemployment, high foreclosure rates, as well as weakened consumer and business confidence. In 2009, business travel, corporate meetings, and leisure travel all experienced sharp declines as people and companies alike reduced their expenses to compensate for revenue reductions. Companies also felt the pressure to eliminate travel to perceived luxurious destinations like Arizona in what is often cited as the AIG effect. There was also backlash to SB1070.

In addition to the economic challenges of 2009, Chandler also experienced a dramatic increase in product inventory with the opening of five additional hotels resulting in a 41.9% increase in the community's inventory from 1,768 to 2,510 guest rooms. This does not include the additional hotel rooms added to neighboring communities including Gilbert and the Gila River Indian Community.

In 2010, Chandler along with the metro-Phoenix market began to see some positive movement in hotel occupancy at the expense of rate. Revenue per available room (RevPAR) did experience modest increases due to the improved occupancy figures but hotels throughout the valley sacrificed lower rates in an effort to stimulate demand and drive occupancy figures. In 2010, the lower average daily rates (ADR) pitted luxury hotels and select service properties against each other and often in competition for the same traveller.

Towards the end of CY2010 and 2011 to date, despite people's continuing concerns regarding the economy - some positive signs have been emerging. In general, business travel has increased, however this is especially true in Chandler. In 2010, Chandler experienced the highest job growth in Arizona with the creation of over 6,000 new jobs many of them at companies that were utilizing many of the Chandler hotels for numerous housing needs. In addition to the increase in business travel, the entire metro-Phoenix valley has experienced some slight growth in ADR, which is a positive indication that demand for our market is strengthening.

The following chart demonstrates how the City of Chandler and Metro Phoenix 2010 calendar year end numbers compare.

	Occupancy		%Change	ADR		%Change	RevPAR		%Change
	2009	2010		2009	2010		2009	2010	
Chandler	48.70%	56.30%	15.50%	\$93.09	\$87.84	-5.60%	\$45.37	\$49.45	9.00%
Metro Phoenix	52.10%	55.80%	7.20%	\$106.41	\$100.94	-5.10%	\$55.42	\$56.34	1.70%

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The tourism industry in Arizona continues to be fragile, but grows stronger every day. With the increased costs associated with food, oil, services, and taxes along with the discussion that the economy may experience a double-dip recession – people continue to be cautious with all of their buying decisions.

The Arizona Office of Tourism has identified current markets with a high propensity for travel. These markets include what can be typified as empty nesters who generally are between the ages of 45-64 with a household income of \$150,000 and greater. Of additional interest are the affluent baby boomers who are 45-54 years of age and possess a household income of \$150,000 and greater. Developmental markets include trailing baby boomer families who are between the ages of 35-44 and have a household income of \$75,000 and more, as well as Arizona residents between 35-64 years of age with a household income of \$50,000 and greater. Realizing that individuals who are likely to visit Arizona consist of young retirees, families and mature retirees, coupling this information with characteristics that define Chandler's own visitor profile allows the City of Chandler to identify niche markets and support advertisements and marketing messages that target specific markets, thereby increasing the likelihood of their visit to Chandler.

As is true for most communities, reaching the pool of potential visitors has become increasingly difficult with increased competition and limited resources. The current economic situation has only exasperated the situation as similarly warm weather destinations have even copied Arizona's marketing tactics and targeted key feeder markets. Staff continues to think outside the box and develop partnerships to leverage limited marketing dollars. Regional partnerships make sense, especially when considering that most tourists are not sitting at home, planning a vacation and thinking – "should we go to Tempe this year or should we go to Mesa?" More likely, they are trying to decide between Phoenix and Orlando, or Paris and Rome. For this reason, the City of Chandler will continue partnering with the **East Valley Consortium** to promote the East Valley as a preferred destination for Arizona vacations for our **Sunny Arizona** campaign.

The East Valley Consortium includes the City of Chandler as well as the Mesa Convention and Visitors Bureau, Tempe Tourism Office, and Apache Junction Chamber of Commerce. These four neighboring communities share common borders and are easily accessible via Interstate 10, Loop 101, Loop 202 and US 60. Equally important, they provide complimentary attractions, services and accommodations that make the East Valley an incredible destination.

In addition to increasing Chandler's visibility and promoting visitation through the regional project, the City will continue to promote itself for business and leisure travel in key feeder markets.

Even though the current economic situation is more challenging, it is important to note that previous response to the City of Chandler's marketing plan has been significant and in general, demand for information and resources continues to exist. A simple inventory of tourism resources shows that the City provides many of the desirable amenities that are synonymous with an Arizona vacation, albeit on a more limited scale.

First and foremost, Chandler is graced with the same beautiful weather that draws people here. Second, with the opening of **Chandler Fashion Center**, the City can support the 63% of past

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year travelers who included shopping as an activity on at least one trip. Third, Historic Downtown Chandler, which is listed on the National Register of Historic Places, along with the **Chandler Center for the Arts** provide a growing base for cultural and heritage tourism. Finally, while Chandler cannot compete in sheer number of golf courses, the City is pleased to have a PGA qualifying course at **Ocotillo Golf Resort** and Arizona's original grass links golf course at the **Crowne Plaza San Marcos Golf Resort**. The City of Chandler will continue to look for creative, cost-effective and innovative marketing tactics to reach the pool of potential visitors.

Lastly, the Economic Development Division has been charged by the Mayor and City Council to seek out unique destination and recreational developments for Chandler. One such project has come to fruition with anticipated construction set to begin in July 2011 for the Southwest's first wakeboard facility featuring a resort style facility with beach style cabanas, restaurant, and amenities to provide a world-class experience. It is anticipated that the park will be rated as one of the top 5 facilities of its kind in the world which will increase the park's attractiveness to draw from a larger crowd.

In addition, staff will work with fellow Economic Development staff to research and identify such developments, which will not only increase the quality of life for the citizens of Chandler, but also provide unique experiences for visitors to Chandler and the metro Phoenix market.

TARGET MARKETS

With its limited budget, it is crucial that the City of Chandler continues to efficiently market Chandler throughout the year by targeting individuals with the greatest propensity to visit Greater Phoenix and persuade them to ultimately select Chandler. Previous research has shown that Chandler's typical visitor profile reflects individuals who are between 35 – 65 years of age, currently traveling at least three times per year, college educated and Internet users with a household income exceeding \$60,000. Based on this information, promotional strategies will focus on persons who enjoy the activities and amenities offered by Chandler and its neighboring communities.

To maximize efficiency and for the greatest return on investment, geographic primary and secondary markets have been selected based on visitor profiles obtained from a variety of sources.

- Through the East Valley Consortium's marketing campaign, target AAA members and travel agents throughout the Midwest. Reach out to the existing database of AAA/CAA travel agencies will also be targeted for fall and spring travel seasons for the *Sunny Arizona* campaign.
- Through the City of Chandler, consumers and travel agents in key feeder markets will be targeted through advertisements and sales missions focused on
- Increasing Chandler's exposure and promoting Chandler as a travel destination to potential visitors.
- Through the City of Chandler, Arizona residents and visitors will also be targeted by a summer travel campaign to shop, dine and play in Chandler.
- Through the City of Chandler, local and area businesses will also be targeted to increase exposure for Chandler hotels, restaurants, shops and attractions.

FISCAL YEAR 2011-2012 OBJECTIVES

1. Continue to develop Chandler's identity as an attractive leisure and business destination

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through the development and implementation of a multi-layered promotional campaign. This will be measured by the number of leads generated, number of visits to the website and number of visitor guides distributed.

2. Increase overnight stays and visitation at local events and key attractions in the City of Chandler as measured by hotel occupancy rates, bed tax collections, event attendance statistics and communication with key industry professionals. Staff will coordinate opportunities for Chandler hotels and attractions to reach potential travelers and decision makers.
3. Develop a system to accurately and efficiently capture consumer and travel agent data for expanding tourism promotions. Each promotional strategy will utilize a call to action and leads generated will be captured on Chandler's database.
4. Produce professional and creative advertising campaigns and collateral that reflects the City of Chandler.
5. Facilitate and develop partnerships within the community, with Arizona cities, state offices, and organizations who may have ties to the community and collaborate together to increase visitation to Chandler and support Chandler businesses.
6. Develop relationships with local, regional, and national media to create exposure for Chandler as a destination and Chandler businesses.
7. Work with Economic Development staff to identify unique destination and recreational opportunities for development.

IMPLEMENTATION STRATEGIES

Strategy	Action	Timeline	Cost
<i>Regional Partnerships</i> The City of Chandler will work with the Mesa Convention and Visitor Bureau, Tempe Tourism Office, and the Apache Junction Chamber of Commerce to promote the region as a single travel destination.	<ul style="list-style-type: none"> Create, develop, and implement Sunny Arizona regional marketing materials, sales missions and FAMs promoting Chandler, Tempe, Mesa, and Apache Junction to AAA/CAA members and travel agents throughout the mid-west. 	July 2011- June 2012	\$11,000
<i>Advertising</i> Internet Advertising and publications are selected on a variety of factors including demographics, regional, state, and local marketing campaigns, and costs. A majority of ad placements are covered through the Maricopa County Prop 302 Grant program that staff manages.	<ul style="list-style-type: none"> Select publications and websites for ad placements whose demographics match our key visitor profile and/or specific marketing campaigns to encourage visitation to Chandler. Work with travel editors to generate advertorial and editorial coverage when possible to increase exposure and visitation. 	July 2011- June 2012	\$50,168

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Strategy	Action	Timeline	Cost
<i>Collateral Materials</i> Publications and marketing materials are designed and develop to educate and entice visitors to come to Chandler. Brochures are used to fulfill visitor requests, distribution at trade shows, sales missions, and media events.	<ul style="list-style-type: none"> Design, produce, and distribute the Official Chandler Visitors Guide as the City of Chandler's primary fulfillment piece. Design, produce, and distribute a Chandler Cactus League Spring Training brochure. 	July 2011-June 2012	\$5,500
<i>Media/Sales Missions and Trade Shows</i>	<ul style="list-style-type: none"> Schedule meetings and coordinate events with qualified travel professionals and media representatives in key feeder markets to promote Chandler. Encourage local hospitality businesses to participate when appropriate and partner with AOT and Arizona CVBs /DMOs when possible. Currently staff have planned six trade focused events and seven media events for FY2012. 	July 2011-June 2012	\$25,000
<i>Familiarization Tours</i> More commonly known as a FAM, these community tours provide an opportunity for travel and media professionals a chance to experience Chandler and enhance their knowledge of the area.	<ul style="list-style-type: none"> Staff will partner with AOT, Arizona CVBs and community stakeholders to conduct FAM tours on an as needed basis. At this time, staff currently has four FAM tours scheduled for FY2012, but most are arranged within a 2-6 month window. 	July 2011-June 2012	\$5,000
<i>Promotional Items</i>	<ul style="list-style-type: none"> Purchases will be made as necessary throughout the year for tradeshow, sales missions, media missions, and special events. 	July 2011-June 2012	\$4,000
<i>Ad Creation</i>	<ul style="list-style-type: none"> Work with a designer to create and modify ads for various publications that promote Chandler as a destination and promote the tourism brand. 	July 2011-June 2012	\$2,000

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Strategy	Action	Timeline	Cost
<i>Internet Website Development and Maintenance</i>	<ul style="list-style-type: none"> • Work with a tourism website company to continually update and optimize the visitChandler.com website's enriched text and site optimization on a regular basis as well as submission to domestic and international search engines to attract potential visitors to the website. • Staff has also allocated funds for a targeted on-line campaign that will be integrated with our print campaigns. 	July 2011-June 2012	\$37,000
<i>Tourism Industry Education /Networking</i>	<ul style="list-style-type: none"> • Staff will attend local events such as the Governor's Conference on Tourism, quarterly state tourism meetings, industry-planning meetings, and host quarterly meetings for Chandler stakeholders. 	July 2011-June 2012	\$2,000
Memberships	<ul style="list-style-type: none"> • Acquire and maintain membership in local, regional, state, and national tourism organizations key to promoting Chandler as a travel destination. 	July 2011-June 2012	\$3,000
<i>Other Marketing Activities and Projects</i>	<ul style="list-style-type: none"> • Staff is coordinating multiple marketing campaigns that target specific niche markets, which will be fully integrated to include print advertisements, radio placements, and additional elements unique to each campaign. • Campaigns are developed throughout the year and target specific feeder markets. • Staff coordinates distribution of the Chandler Visitors Guide at Phoenix Sky Harbor Airport. 	July 2011-June 2012	\$10,000

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Strategy	Action	Timeline	Cost
<i>Research</i>	<ul style="list-style-type: none">Staff will acquire monthly reports from Smith Travel Research to help document the success of promotions and possibly highlight opportunities for growth.	July 2011- June 2012	\$3,750
<i>Postage</i>	<ul style="list-style-type: none">Respond to leads generated as a result of promotional activities.Shipping materials for various sales related activities such as trade shows, sales missions, and special events.	July 2011- June 2012	\$6,000

DOWNTOWN REDEVELOPMENT

Downtown Redevelopment Situation Analysis

The City of Chandler has worked toward revitalizing and restoring Downtown Chandler to create a unique and exciting destination for both visitors and investors. The original town site began in 1912 with the construction of the San Marcos Resort and surrounding commercial and residential areas. For many years, it served as the hub of the community, but as recently as a decade ago was in great disrepair.

The City began a comprehensive strategy to redevelop the area through direct investment and partnerships with private firms. In a relatively short period of time, it has created a huge transformation. The restoration of the historic building facades and the reintroduction of the original colonnades have created a welcoming atmosphere where people feel comfortable walking, dining, and exploring. The recently completed Arizona Avenue improvements expand the walkability of Downtown on to its main thoroughfare and bring a much-needed balance between vehicles, pedestrians and bicycles. With the recent completion of the innovative City Hall, the stage is set for the expansion of Downtown beyond the Historic Square with new architectural forms and mixed-use developments.

In the next five years, the focus of redevelopment efforts will focus on completing development on the City-owned sites, increasing the number of arts, cultural and entertainment facilities, and marketing the area south of the Historic Square to attract additional development to the expanded Downtown area.

PARTNERSHIPS

The evolution of Downtown Chandler has been aided by partners too many to name, and partnerships are key to the continued redevelopment of the area. One key partner in the administration of the Chandler Enhanced Municipal Services District (EMSD) is the Downtown Chandler Community Partnership. The EMSD is entering its sixth year of operation and was created to complement the services already provided by the City. Private property owners and businesses have chosen to pay an assessment to fund additional programs and services. The City also contributes to the District on a voluntary basis and contracts with the DCCP to manage District activities. The District programs include:

- Marketing and Special Events – Initiatives that enhance the overall image and marketability of Downtown Chandler to attract a wide array of consumers and promote Downtown shops, restaurants, lodging, recreation and other attractions.
- Safety and Beautification – The District advocates for policies that alleviate both real and perceived security concerns for Downtown visitors, businesses and property owners. The main focus is on continuing beautification efforts through special projects to further enhance the area. Upcoming projects include art murals, additional lighting, and a contribution to help implement new district-wide signage.
- Downtown Liaison – The District employs a full-time manager to direct and manage the District programs as well as serve as a liaison for business and property owners.
- In partnership with the DCCP, the Downtown has become home to a growing number of many signature special events. Increased consumer marketing has also helped Downtown

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Chandler become a destination for the Southeast Valley and future plans are to expand the area's lure Valley-wide.

REDEVELOPMENT SITES

- Several sites have been acquired, cleared and designated as key redevelopment sites for the downtown area:
- **Sites 1, 2, and 3** – Located southwest of Chandler Boulevard and Arizona Avenue is **San Marcos Commons**, a mixed-use project featuring mission-style architecture with 79 urban-style residential town homes, 139,000 square feet of office, restaurant and retail space, and a 540 space multi-level parking garage. The townhomes are 75% complete and the development agreement for the construction of Phase II (mixed-use buildings and garage) was signed in January 2011. Construction is slated to begin in June 2012.
- **Sites 4, 5, and 6** – Situated south and west of the Historic Downtown Chandler Square, these sites are now being studied to determine their best and highest use in partnership with the developer who has been awarded the Site 6 RFP. The Urban Land Institute (ULI) will be conducting a special study on the area designated “future growth” the Arizona Avenue Area Plan, and will likely have recommendations for the future of these parcels.
- **Site 7** – The first phase of this redevelopment site, known as **123 Washington**, includes 54 luxury town homes is complete. Active planning and negotiation for the remainder of the Site (Arizona to Washington, Chandler to Buffalo) is underway.
- **Site 8** – A newly designated redevelopment site in 2010, the focus of this block will be the revitalization of the structures on the site, which sits north of Frye, south of Chicago, and west of Arizona Avenue. A parking overlay has been put in place, but there are several key properties that still need to be renovated and repurposed, and several are being completed under City grant programs.

SOUTH ARIZONA AVENUE ENTRY CORRIDOR

In 2008, the Chandler City Council adopted the South Arizona Avenue Entry Corridor Study as the Arizona Avenue Area Plan, which established new development guidelines for the area south of Downtown, north of the Santan Freeway (Loop 202), east of Palm Lane and west of the Union Pacific Railroad tracks. This area, which will serve as the new entrance into Downtown Chandler, is among the oldest in the City and much of the current infrastructure does not meet the City's current demands or design standards. The adopted plan identified a need to modify the existing infrastructure to improve traffic circulation and utility service. During a Special Bond Election (May 2007), local voters approved a bond issue of approximately \$60 million that will provide conceptual planning, design and construction of the project.

The first project was the South Arizona Avenue improvements from Chandler Boulevard to Frye Road. This project was completed in November 2010 and has garnered awards as well as interest from the development and investment community. The only other

DOWNTOWN REDEVELOPMENT

active project due to budget constraints is the acquisition of right-of-way for the completion of Washington Street from Fairview to Pecos on the east side of Arizona Avenue. Once the land is acquired, design will begin.

Additionally, staff is beginning the visioning process for the remaining \$45 million in bond authorization so that a strategy is ready when the economy and bonding capacity rebounds. Preliminary projects include:

- Improving the aesthetics along Delaware Street and the Union Pacific Railroad tracks
- Creating new urban space and aesthetic corridors along Washington Street
- Constructing new streets to improve traffic, bike and pedestrian access to new commercial development
- Replacing antiquated water, sewer and storm drain utilities in the roadway corridors
- Developing an open space plan for the corridor
- Phase II of the Arizona Avenue improvements (Frye Road to Pecos).

TARGET MARKETS

Given the current state of the real estate market and the plethora of choices for investors, marketing activities will focus on attracting investors and developers to Downtown Chandler. Market studies conclude that an additional 1,500 high-density residential units are needed in the Downtown area. Additionally, customers have voiced interest in having more entertainment and cultural options in Downtown.

The good news is that vacancy rates in Downtown are below the City and regional averages, and are improving as the Downtown Chandler story is getting more traction. The largest challenge is filling the office space left vacant with the City's move to City Hall. There are several interested parties so a lease is eminent. Once that space is filled, the focus will shift to the small remaining retail and unique office spaces that come with site-specific challenges.

Marketing activities for Historic Downtown Chandler business recruitment will target independently owned specialty retailers, restaurants and entertainment uses. Real estate brokers will be contacted regarding new development opportunities in the area to promote to their clients. Small and large office users will be identified according to market availability. Other targeted sectors may be identified during the year.

Developers specializing in successful redevelopment projects in the local and national market will be targeted for available redevelopment sites, emphasizing the following sectors:

Commercial	Cultural Facilities
Entertainment	Hotel
Office	Retail/Restaurant
Multi-story mixed-use	Urban residential

DOWNTOWN REDEVELOPMENT

FISCAL YEAR 2011-2012 OBJECTIVES

1. Finalize the PDP and begin construction on the San Marcos Commons – Phase II Development Agreement.
2. Develop a final concept for Site 6.
3. Support ULI advisory panel in analyzing the future growth area and possibly amend the Area Plan with findings.
4. Select a development partner and finalize negotiations for the ARTyard.
5. Finalize a concept and development agreement for Site 7 – Phase II.
6. Build colonnade extension for 91/95 West Boston Street.
7. Work with the new San Marcos Resort owners on redevelopment opportunities.

IMPLEMENTATION STRATEGIES

Strategy	Action	Timeline	Cost
<i>Collateral Materials</i> The City of Chandler will update marketing materials and will expand electronic access of marketing pieces as well as the creation of a new Downtown video.	<ul style="list-style-type: none"> Develop materials for marketing packages and presentations that are integrated with DCCPs consumer branding campaign and the Economic Development marketing campaign promoting the City of Chandler. 	July 2011—June 2012	\$5,000
<i>Trade Shows</i> Staff will represent Downtown Chandler at relevant trade shows, association meetings, and target specialty retailers, brokers and developers.	<ul style="list-style-type: none"> Attend/exhibit three (3) Trade Shows AZ Planning Association Panel Presentation International Downtown Association and Panel Presentation ICSC Southwest Idea Exchange 	July 2011—June 2012	\$5,000
<i>Internet Website Development and Maintenance</i> Update Downtown web pages to match new branding campaign and provide visual tools to promote development opportunities, potential business locations, and promote visitation to Downtown Chandler.	<ul style="list-style-type: none"> Update web pages as needed but at minimum, on a quarterly basis. 	July 2011—June 2012	\$0

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Strategy	Action	Timeline	Cost
Networking Build relationships and network with the retail and office brokerage community, to educate them on the existing opportunities in Downtown Chandler.	<ul style="list-style-type: none"> Attend regional and state meetings as well as coordinate one-on-one visits with retail and office brokerage community representatives. Conduct presentations/mailings to Brokerage/Development Community on an as needed basis. 	July 2011—June 2012	\$2,000
Media Relations Develop press releases and work to attract media attention to promote Downtown developments and business opportunities.	<ul style="list-style-type: none"> Coordinate efforts with Communications and Public Affairs office to network with local and regional media contacts. 	July 2011—June 2012	\$0
Stakeholder Outreach Develop outreach program to facilitate communication and coordination between project owners, staff, business owners, and other parties impacted by upcoming Downtown developments.	<ul style="list-style-type: none"> Staff will serve on various Downtown boards and committees. Coordinate monthly, internal 'Downtown Coordination' meetings with key Staff to address Downtown specific issues. 	July 2011—June 2012	\$0
ARTyard and Arts and Culture District Target artists and arts-related businesses to the Downtown area to add to the energy and cultural offerings of Downtown Chandler.	<ul style="list-style-type: none"> Following an RFP close date of July 29, 2011 for the City's old maintenance yard slated for creative reuse for industrial and other arts, work with Arts to select a partner for the building renovation. Negotiate a development agreement with selected partner. 	July 2011 – Spring 2012	\$100,000
Blue Peacock Reuse Situated in a prime location on the historic square between Brunchies and Inspirador, solicit various concepts to activate the space.	<ul style="list-style-type: none"> Staff will pursue various concepts for Council approval. 	July 2011 – Spring 2012	\$35,000

DOWNTOWN REDEVELOPMENT

Strategy	Action	Timeline	Cost
<i>Business Support and Incentives</i> Administer grants for several active projects where incentives were previously provided to improve existing buildings and assist new businesses with locating to Downtown Chandler.	<ul style="list-style-type: none"> • Review and approve applications. • Take needed authorizations to Council. • Administer program funds. 	July 2011 – Spring 2012	\$402,000
<i>EMSD Support</i> Economic Development is responsible for administering the contract with the Downtown Chandler Community Partnership for the Chandler Enhanced Municipal Services District.	<ul style="list-style-type: none"> • Review DCCP audits, participate in subcommittees, provide program guidance, take needed authorizations to Council, and administer program funds. 	July 2011 – Spring 2012	\$140,000
<i>Built Environment</i> Oversee the maintenance, remediation and demolition for properties purchased with the Downtown Redevelopment Area.	<ul style="list-style-type: none"> • Colonnade improvements • Facilitate redevelopment project implementation; property management, including remediation and demolition as needed. 	July 2011 – Spring 2012	\$50,000
<i>Visioning for Downtown 2.0</i> Coordinate second wave of planning and development south from the Historic Square and drives towards Pecos.	<ul style="list-style-type: none"> • Work with consultants on conceptual plans; finalize a vision for Site 6 • Implement trash co-op. • Facilitate further definition on the design for secondary streets; and assist DCCP in parking strategy discussions. 	July 2011 – Spring 2012	\$5,000
<i>San Marcos Resort Redevelopment</i> The Resort is currently in bankruptcy and many interested parties have reached out to the City about potential future partnerships.	<ul style="list-style-type: none"> • Work with new owners as needed. 	July 2011 – Spring 2012	\$0